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Opinion article

Philosophy of contemporary educational management

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Abstract: This article deals with the evolving philosophy of contemporary educational management, elucidating the underlying principles and paradigms that guide the administration of educational institutions in the 21st century. In an era marked by rapid technological advancements, globalization, and shifting educational paradigms, the philosophy of educational management plays a pivotal role in shaping the quality and effectiveness of educational systems worldwide. This article explores the key philosophical foundations that underpin modern educational management, including a focus on student-centered approaches, a commitment to diversity and inclusion, a dedication to lifelong learning, and an embrace of data-driven decision-making. Additionally, it investigates the dynamic interplay between traditional educational management models and innovative approaches such as online education, flipped classrooms, and personalized learning. Through a comprehensive review of contemporary literature and case studies, this article offers insights into the challenges and opportunities facing educational leaders in their quest to provide equitable, effective, and future-ready educational experiences. Ultimately, it underscores the need for educational management philosophy to continually adapt and evolve to meet the ever-changing demands of the educational landscape.

1. Introduction

Educational management plays a crucial role in shaping the modern education landscape. Firstly, it involves the strategic planning and decision-making processes within educational institutions, ensuring they align with evolving educational goals and societal needs (Dhanapala, 2021). Moreover, educational management emphasizes data-driven approaches, using analytics and assessments to measure student progress, identify areas for improvement, and make evidence-based adjustments to enhance educational outcomes (Clark, 2005). In an era of increasing diversity and inclusion, educational managers also promote equitable access to education, addressing issues of accessibility, affordability, and inclusivity to ensure that every student has a fair opportunity to succeed.

Also, educational management extends beyond the confines of individual institutions. It involves collaboration with various stakeholders, such as government agencies, parents, and the broader community, to create a holistic and supportive educational ecosystem (Liu et al., 2022). Educational managers work to foster partnerships that enhance educational quality and relevance, bridging the gap between academic institutions and the demands of the job market. They also navigate the complex legal and regulatory landscape that governs education, ensuring compliance while advocating for policies that promote educational excellence. In summary, contemporary educational management is a multifaceted role that involves strategic planning, resource allocation, data-driven decision-making, and collaboration with diverse stakeholders to provide a dynamic and inclusive educational experience that prepares students for the challenges of the modern world.

Today, the development of the concept of educational management is extremely relevant. It is defined as main organizational and management problems faced by modern education in connection with its reformation (Kurniawan, 2022). It should be noted that the concept of educational management should be based on the foundation of the national concept of education, which would include a clear strategy and tactics for its reform, understanding of the current needs and the existing conditions of society, and the prospects for its development in the world, which is rapidly changing and globalizing.

The new concept of educational management should also integrate relevant international experience in this area. The most important areas of educational management development include: financial and managerial decentralization of the educational system, which provides a adequate combination of centralized and self-governing management of the industry with extensive involvement of non-governmental organizations (Orhani et al., 2023); emergence and development of non-state educational institutions (Foster, 2002); qualitative updating of the content of educational programs (Lin, 2019); increasing flexibility of the education system (Setyawan, 2021); expansion of the education system for adults (Kurniawan, 2022); increasing accessibility, expanding the possibility of choosing a future profession in the system of secondary and higher education (Donkoh et al., 2023).

The philosophy of educational management concerns a number of critical issues in the field of education. These include questions about the nature and purpose of education itself, the role of educators in shaping the intellectual and moral development of students, and the ethical considerations surrounding educational practices. It also grapples with issues of equity and access, addressing how educational resources and opportunities can be distributed fairly to ensure that all students have an equal chance to succeed. Additionally, it delves into questions about the curriculum, pedagogy, and assessment methods, seeking to identify the most effective and ethical approaches to teaching and learning. Ultimately, the philosophy of educational management explores the fundamental principles and values that should underpin the educational system, guiding decision-makers in shaping a just, effective, and purposeful educational experience for all.

2. Results

The analysis of the scientific literature shows that the evolution of the term "management" has led to differences in the interpretation of the concept of educational management. Figure 1 shows basic meanings of the word "management"
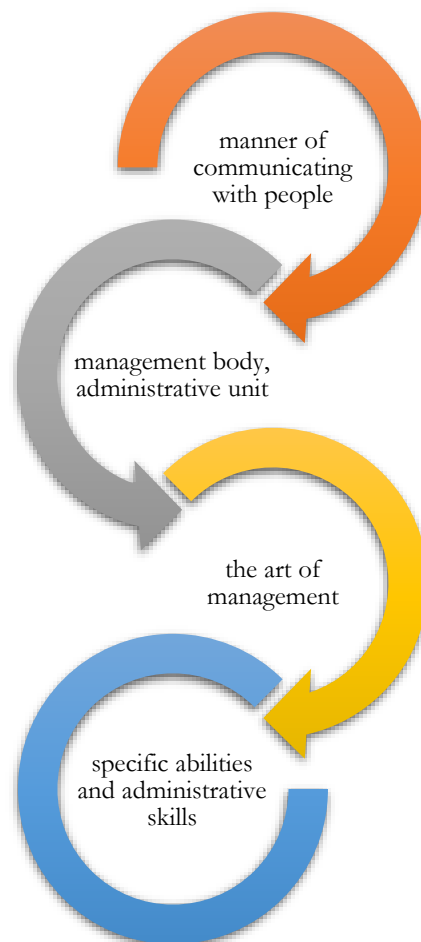

Figure 1. Interpretation of the term "management" in philosophical literature.

In some sources the concept is defined as a scientific discipline that sheds light on management problems, studies technical-organizational and social aspects of managing social production (Mousa et al., 2022). Hence, management is the organization of some social object; mastery of management skills; the professionalism of the production organizer who shows a high level of efficiency without rigid administration (Savkiv & Sydor, 2022). In addition, the term expresses a function, an academic discipline, a profession, a field of scientific research (Clark, 2005).

The term "management" is also used in state and public organizations, where they try to achieve a goal with minimal costs and maximum efficiency (Orhani et al., 2023). And therefore the scientific status of this concept has various professional modifications. Mostly the researchers focus on the effectiveness of the existing management systems, oriented towards the enhancement of productivity in the modern conditions of social development (Lin, 2019).

Educational management from a philosophical perspective involves examining the fundamental principles, values, and ethical considerations that underpin the administration and governance of educational institutions. It seeks to understand and apply philosophical concepts and ideas to shape the way educational systems and organizations are structured, operate, and make decisions (Bagheri Noaparast, 2022). The key aspects of educational management from a philosophical standpoint concern philosophical foundations, ethical considerations, values and ideals, curriculum and pedagogy, role of educators, social and cultural context, critical reflection. Therefore, we consider that educational management from a philosophical perspective involves a deep exploration of the underlying principles, values, and ethical considerations that shape the educational system. It seeks to align educational practices and policies with a coherent and well-thought-out philosophical framework, ultimately aiming to create an educational environment that is consistent with the philosophical ideals and goals of education.

Education management is the science of the specifics of the manifestation of industrial relations and the specifics of the effect of economic laws in the field of educational activity (Dhanapala, 2021). Some findings show that educational management refers to the process of planning, organizing, directing, and coordinating the resources, personnel, and activities within an educational institution or system to achieve its goals and objectives effectively and efficiently (Arikunto, 2013). It encompasses a range of administrative and leadership functions, including curriculum development, staff management, budgeting, assessment, policy implementation, and decision-making, all aimed at providing quality education, fostering student growth, and ensuring the optimal functioning of educational organizations.

Educational management is a set of principles, methods, organizational forms and technological methods of managing the teaching-educational and educational-cognitive process, aimed at increasing its effectiveness (Kurniawan, 2022). It has, first of all, a purposeful nature (Setyawan, 2021). We found that the correct formulation of management goals should include an imperative statement characterizing the action to be performed, and reflect the following basic provisions:

- specify the required end result;
- specify the given deadline for achieving the goal;
- specify the maximum amount of permissible expenditure of forces, resources, time and energy;
- to give, where possible, a quantitative description of the required result of the work, necessary to confirm the fact of achieving the goal;
- to correspond directly to the target purpose and functional duties of this performer;
- be understandable to everyone who will work for its achievement;
- be realistic and achievable;
- provide a great return on the expenditure of time and resources in comparison with other possible goals;
- implement projects within the available or expected time budget;
- minimize the possibility of double responsibility for the result of joint work;
- comply with the basic principles and methods of scientific labor organization;
- coincide with the interests of performers and not cause conflicts in the organization.

The main goals (Clark, 2005; Foster, 2002; Savkiv, & Sydor, 2022) of educational management are defined as: (1) effective and planned use of potentials, resources, and time of all employees of the educational institution and students; (2) determining the relevance of the activities of managers of the educational process of educational institutions to specific goals and real plans of social, economic and spiritual development of society; (3) completeness, comparability, non-contradiction, interrelationship, concreteness and reality of certain goals and their subordination to the main goal - education, training and development of a person as a free, responsible and creative individual, formation of his/her readiness for work, active life position, scientific worldview.

The main tasks of pedagogical management as an effective system are defined include six aspects (Gu, 2022). Firstly, they reflect the periodicity and sequence of both individual actions of the performer and the entire activity as a whole. Secondly, they provide the methodology and rules for performing certain types of work for a specific period of time. Thirdly, they determine the requirements for the quality of the results of the activity and the effectiveness of the methods of achieving the intended goals, taking into account the optimality of the efforts, means and time spent. Fourthly, they establish requirements for the composition and qualifications of performers determined for a specific activity (in accordance with their functional duties). Fifthly, they determine the amount of necessary information and its main sources from the positions of optimality conditions (necessity and sufficiency). Sixthly, they define and provide the basic rules of control and accounting of the progress and results of the activities of the performers.

A number of findings concern the optimal structure of educational management (Dhanapala, 2021). It is worth reporting that educational management can vary depending on the specific educational institution, its size, goals, and the educational system in which it operates (Arikunto, 2013; Liu et al., 2022). it includes the following key principles and components that are generally considered important for effective educational management: Leadership and Governance; Administrative Hierarchy; Academic Leadership; Student Services; Technology and Infrastructure; Budget and Resource Management; Stakeholder Engagement; Continuous Improvement; Compliance and Accountability; Adaptability and Innovation; Evaluation and Feedback; Diversity, Equity, and Inclusion; Crisis Management and Planning. Table 1 shows the description of key principles and components of optimal educational management.

Table 1. The key principles and components of optimal educational management.

Key principles and components	Explanation of qualities
Leadership and Governance	Strong leadership at all levels, including a visionary principal or head of the institution. Clear governance structures that define roles and responsibilities of administrators, teachers, and support staff. Involvement of a governing board, trustees, or stakeholders to provide oversight and strategic direction.
Administrative Hierarchy	A well-defined administrative hierarchy with clear lines of authority and communication. Departmental or divisional structures that group related functions together, such as academic affairs, student services, finance, and operations.
Academic Leadership	Academic deans or department heads responsible for curriculum development, faculty recruitment, and program quality. A strong focus on educational leadership and pedagogical expertise among academic leaders.
Faculty and Staff	Recruitment, retention, and development of highly qualified faculty and staff. Professional development opportunities for continuous improvement and innovation in teaching and learning.
Curriculum and Instruction	Curriculum development and assessment processes that align with educational goals and standards. Effective instructional strategies, assessment methods, and ongoing evaluation of teaching practices
Student Services	Comprehensive student support services, including counseling, advising, and career services. A student-centered approach to addressing the diverse needs of the student body.

Technology and Infrastructure	Adequate technological infrastructure to support teaching, learning, and administrative functions.
	IT support and resources for faculty, staff, and students.
Budget and Resource Management	Transparent and accountable financial management practices.
	Allocation of resources in a way that prioritizes educational goals and student success.
Stakeholder Engagement	Effective communication and collaboration with students, parents, alumni, and the wider community.
	Involvement of external stakeholders in decision-making processes
Continuous Improvement	A culture of data-driven decision-making and ongoing assessment to identify areas for improvement.
	Regular review of institutional goals and strategies to adapt to changing educational needs.
Compliance and Accountability	Adherence to relevant laws, regulations, and accreditation standards.
	A commitment to ethical practices and accountability for educational outcomes.
Adaptability and Innovation	A willingness to adapt to changing educational trends and embrace innovative teaching and learning methods.
	Research and development efforts to stay at the forefront of educational practices.
Evaluation and Feedback	Regular evaluations of educational programs, services, and administrative processes.
	A feedback loop that includes input from students, faculty, staff, and other stakeholders.
Diversity, Equity, and Inclusion	A commitment to diversity, equity, and inclusion throughout the institution.
	Policies and practices that promote a welcoming and inclusive learning environment.
Crisis Management and Planning	Preparedness for crises and emergencies, with clear protocols and communication plans.

Therefore, the optimal structure of educational management should prioritize effective leadership, sound governance, quality teaching and learning, resource management, stakeholder engagement, and a commitment to continuous improvement and adaptability. It should be tailored to the specific needs and goals of the educational institution while adhering to best practices and ethical standards in education.

According to the definition Gu (2022), educational management is a complex of principles, methods, organizational forms and technological methods of managing the education process aimed at increasing its effectiveness. It should be said that educational or pedagogical management is also defined in the categories of management activities aimed at increasing the effectiveness of the functioning of educational organizations. In addition, the specific difference here is only the subject-object characteristics of the field, to which the general characteristics of management as a managerial activity are applied (Bagheri Noaparast, 2022). We assume, the following definition is more accurate: "Educational management is a branch of scientific knowledge that studies the essence and content of management processes of educational organizations" (Arikunto, 2013).

Orhani et al. (2023) distinguish the following philosophical and methodological principles of educational management: the principle of the relevance of the content of management, the principle of the effectiveness of higher education management, the principle of systematicity and consistency of educational management technologies, the principle of the integrity of management of education management technologies, the principle of management rationality technologies in the field of education, the principle of partnership nature of relations between management subjects. When considering education management, it is necessary to separate the essence of the concept of education in the context of its main components. Hence, the concept of "education" can be defined through several features (Gu, 2022): a set of institutions performing educational tasks (education system); transmission and assimilation of socio-cultural knowledge, as well as formation of the ability to enrich it (educational process); attitudes, knowledge, understanding, skills, competences acquired during educational activities and the ability to apply them to perform cognitive and practical tasks (education).

3. Call to Action

The implementation of the philosophy of educational management involves translating philosophical principles and values into practical actions and policies within educational

institutions. The research resulted in development of key steps to implement the philosophy of educational management. They include the following:

Clarification of Educational Goals. Start by clearly defining the overarching goals and objectives of education in line with the philosophical principles that guide your educational management approach. This might involve emphasizing values such as critical thinking, creativity, social justice, or holistic development.

Curriculum Development. Design a curriculum that aligns with the philosophical underpinnings of your educational management philosophy. Ensure that it includes content and teaching methods that promote the desired values and goals. This may require revising existing curriculum materials or creating new ones.

Pedagogical Approaches. Implement teaching strategies and pedagogical approaches that reflect the philosophy of education. For example, if your philosophy emphasizes experiential learning, encourage educators to incorporate hands-on activities and real-world experiences into their teaching.

Professional Development. Provide ongoing training and professional development opportunities for educators and staff to help them understand and apply the philosophy of educational management. This can include workshops, seminars, and resources to support their growth and adaptation.

Assessment and Evaluation. Develop assessment methods and evaluation criteria that align with your philosophy. Ensure that the evaluation process measures not only academic performance but also the development of the desired values and skills.

Inclusivity and Equity. Ensure that your educational management philosophy promotes inclusivity and equity. Implement policies and practices that address issues of diversity, access, and equal opportunity within the educational institution.

Stakeholder Engagement. Involve various stakeholders, including students, parents, teachers, and community members, in the decision-making process. Seek their input and feedback to ensure that the educational management philosophy is responsive to the needs and perspectives of all involved.

Continuous Improvement. Regularly review and adapt the educational management philosophy and its implementation based on feedback and evolving educational research. Make necessary adjustments to improve outcomes and align with changing educational needs and societal values.

Ethical Considerations. Uphold ethical standards in all aspects of educational management, ensuring that decisions and practices are consistent with the philosophical values and principles guiding the institution.

Accountability and Transparency. Establish mechanisms for accountability and transparency in educational management, where decisions and actions are open to scrutiny and feedback, fostering trust and integrity within the educational community.

In conclusion, the successful implementation of the philosophy of educational management requires a thoughtful, systematic, and collaborative approach that integrates philosophical ideals into practical educational processes and policies. It should be a dynamic and evolving process that continuously seeks to improve the educational experience for all stakeholders.

The philosophy of contemporary educational management is a dynamic and evolving field that holds immense significance in shaping the future of education. This research article has explored the multifaceted dimensions of this philosophy, emphasizing its central role in responding to the complex challenges and opportunities of the 21st-century educational landscape. We have seen that contemporary educational management philosophy places a strong emphasis on student-centered approaches, recognizing that learners are at the heart of the educational process. This philosophy encourages a shift away from traditional, one-size-fits-all models towards personalized learning experiences that foster critical thinking, creativity, and adaptability.

Furthermore, the commitment to diversity, equity, and inclusion emerges as a cornerstone of modern educational management. In a globalized world marked by diverse student populations, it is imperative that educational leaders create inclusive environments that value and celebrate differences, providing equitable access to educational opportunities for all. The dedication to lifelong learning is another pivotal aspect of contemporary educational management philosophy. In an era of rapid technological change, continuous professional development is essential for educators and administrators alike. This philosophy underscores the importance of staying current with pedagogical trends, innovative technologies, and best practices to meet the ever-evolving needs of students. Data-driven